

3.3 Human Capital Management

Human Resource Development

The EGAT Employee Journey: A Narrative Development Framework

At the Electricity Generating Authority of Thailand (EGAT), human capital development is designed as a continuous, structured journey. From day one through retirement, every individual within our ecosystem is empowered to learn, innovate, and contribute to the clean energy transition.

Onboarding, Mentorship, and Workforce Integration

The development journey begins by building a strong, inclusive foundation. New full-time employees are immediately enrolled in **Fundamental Programs** designed to equip them with core operational skills, while their assigned mentors undergo specialized training through the *Proactive Coaching & Effective Feedback (GREAT Model)* to provide structured, supportive guidance.

Recognizing that an integrated workforce is key to operational excellence, this initial phase extends to contractual and temporary personnel. Through a dedicated framework, extended workforce members receive orientation on EGAT's core values (**SPEED**), enterprise systems (such as ECM and hospitality management), and rigorous **Occupational Health & Safety (OHS)** standards—ensuring everyone operates safely, effectively, and with a shared purpose.

Continuous Learning, Digital Readiness, and Collaborative Networks

As employees settle into their roles, the focus shifts to continuous professional growth and cultural alignment. Staff at all levels build modern capabilities through organization-wide **Digital**

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& AI Literacy programs, while technical specialists pursue advanced expertise in Data Analytics, Cybersecurity, Cloud Computing, Cloud-Native Applications, and GIS.

Learning at EGAT is deeply collaborative. Internally, employees connect through Viva Engage communities such as *"Skill Bite"* and *"KM Channel: Must Share"* to exchange practical insights. Externally, staff broaden their perspectives through major energy forums, including the 3-Utility Joint HR Seminar, the HAPUA Working Group, and by hosting the *Enlit Asia Conference and Exhibition 2025*. Meanwhile, cultural alignment is reinforced through the *EGAT Learning Space (ELS)* and hybrid *SPEED Talks (Fireside Chats)*, where employees explore modern organizational priorities including Risk Culture, ESG, CSV, and DEI&B.

Leadership Advancement and Value Creation

For employees moving into management and high-potential pipelines, the journey advances toward strategic leadership and business execution. Leaders across all tiers participate in tailored tracks such as the *EGAT Emerging Leader Development Program (EELD)* and *Leadership Mastery: Communication*. Simultaneously, competency gap analyses guide customized roadmaps for high-potential talent (*New Wave* cohort) to ensure smooth succession planning across critical roles.

This advanced capability building delivers direct, measurable business impact. A prime example is seen in EGAT's **Energy Solutions** business unit, where upskilled teams applied new competencies in solar design, product platforms, and digital marketing to generate **THB 174.73 Million** in new contract value in 2025—yielding a net training benefit of **THB 33.46 Million** against a THB 0.415 Million investment, representing an extraordinary **7,965.45% ROI**.

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Retirement Readiness and Life Transition

The final phase of the development journey ensures that retiring employees transition out of the workforce with confidence and peace of mind. EGAT provides holistic pre-retirement programs designed to support physical, mental, and financial well-being.

Through specialized workshops such as *Happy Money* and *Retirement Planning and Readiness*, retiring staff receive comprehensive guidance on financial health and personal wellness, honouring their years of dedicated service and completing a full-circle investment in our people.

Performance – Training Development

	FY2022	FY2023	FY2024	FY2025
Average hours per FTE of training and development (Hours)	34.41	33.84	36.72	56.98
Average spent per FTE (THB)	8,217.72	10,070.28	10,357.42	12,111.89

Performance - Human Capital Return on Investment

	FY2022	FY2023	FY2024	FY2025
Total number of new employee hires	150	433	39	658

Performance – Hiring

	FY2022	FY2023	FY2024	FY2025
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Total number of new employee hires	150	433	39	658
Percentage of open positions filled by internal candidates (internal hires)	1.33	0	5.13	0.61

Performance – Employee Turnover

	FY2022	FY2023	FY2024	FY2025
Total employee turnover rate	6.16	5.22	3.87	4.47
Voluntary employee turnover rate	5.52	4.22	3.00	3.92

Welfare and Benefits

Mental Wellbeing program

Egat supports workplace stress management by establishing the Medical and Health Division, which is responsible for overseeing, preventing, and promoting the health of EGAT employees at all levels. To fulfil this mission, the division has established guidelines and prepared the 2026 EGAT Comprehensive Human Resource Development Plan for Health. Under this initiative, the division plans to organize a total of 11 physical and mental health promotion courses for EGAT employees. The program includes:

- Work-Life Balance (Creating a Balance Between Life and Work for Total Well-being)
- Common Psychiatric Disorders in the Working-Age Population

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- Practical Mental Health Care for the Working-Age Population Workshop
- Sport day
- Free-access sport facility and low-fee fitness gym.

Childcare Facilities

EGAT provides dedicated space and facilities for professional operators to establish an on-site daycare center. This center serves the young children of EGAT employees, acting as a crucial mechanism in creating a supportive work environment. By alleviating the anxieties of employees with childcare responsibilities during working hours, this initiative effectively enables them to perform their duties with greater efficiency.

Flexible hours

EGAT offers flexible working hours through a staggered work schedule arrangement, allowing employees to select different start and end times within designated timeframes while maintaining the required daily working hours. This approach supports work-life balance, helps alleviate peak-hour traffic congestion, and enhances operational efficiency by providing greater flexibility in managing work and personal responsibilities without compromising productivity or service delivery.

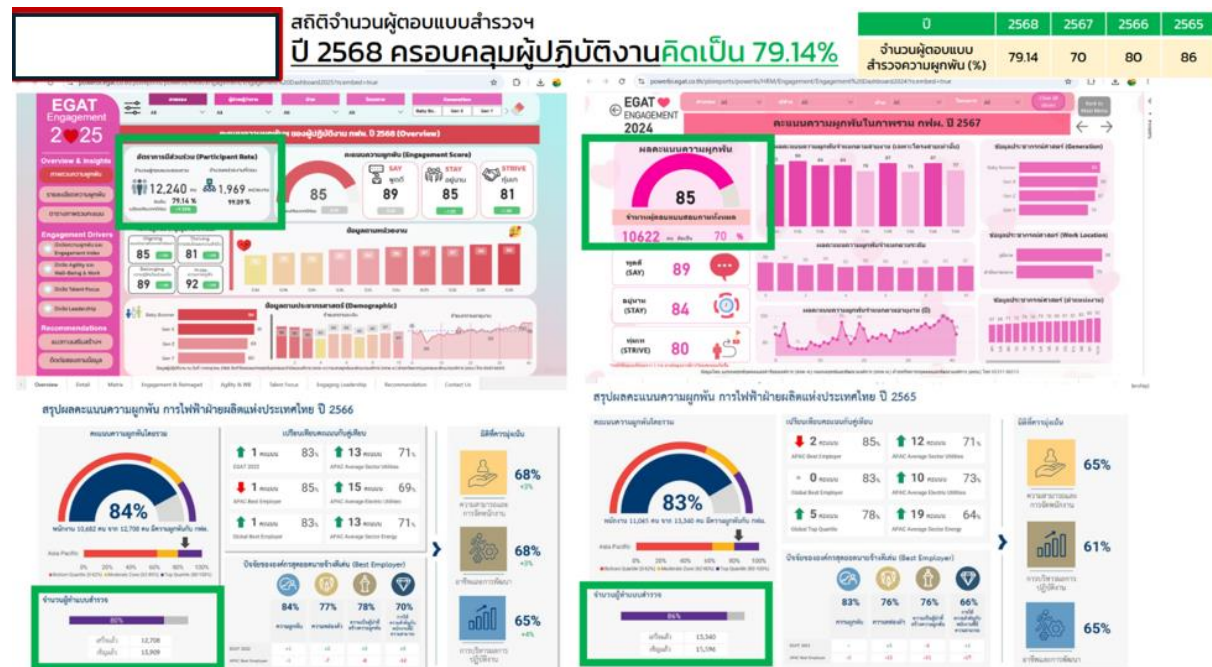
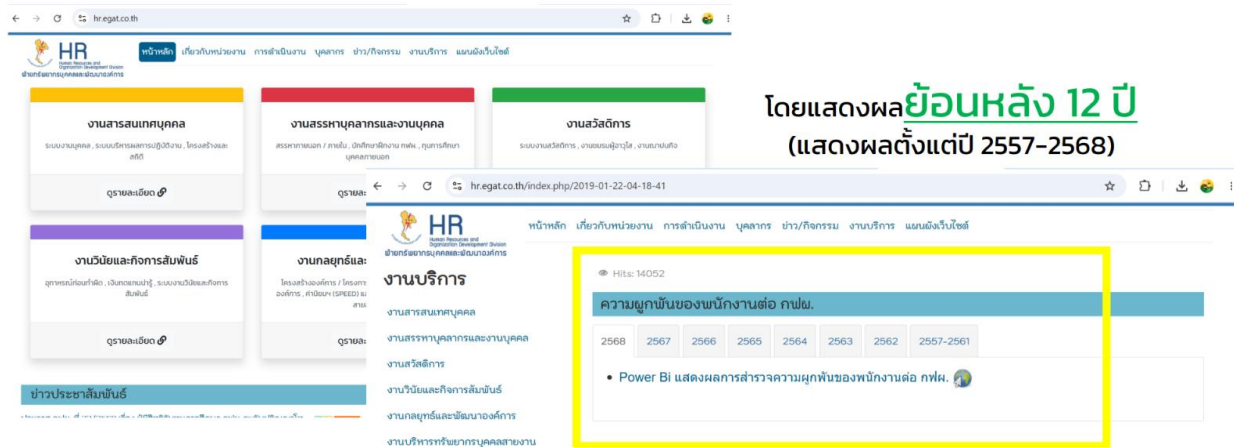
Paid Leave

EGAT employees have the right to take leave (e.g., paid annual leave, sick leave, maternity and parental leave, and childcare leave). Regarding parental leave, EGAT allows the primary caregiver and the non-primary caregiver to take leave for 75 working days and 15 working days, respectively. This is in accordance with Thai regulations.

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Employee Engagement

EGAT has conducted employee engagement surveys every year since 2014. The engagement results were communicated to employees via <https://hr.egat.co.th>



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EGAT's employee survey assesses key dimensions of workforce well-being and engagement to better understand employees work experience. The survey covered EGAT's employee survey assessed key dimensions of workforce well-being and engagement to better understand employees' overall work experience. The survey covered

- **job satisfaction**, reflecting employees' perceptions of their roles, work environment, and external motivators;
- **purpose**, measuring the extent to which employees feel their work is meaningful and contributes to EGAT's mission;
- **happiness**, evaluating employees' positive feelings and overall emotional well-being at work; and

Core Focus	FY 2022	FY 2023	FY 2024	FY 2025	Target for FY 2025?
Employee Engagement (%)	83	84	85	85	80
% of employees who responded to the survey	86	80	70	79.14	

- **stress**, examining the frequency and intensity of work-related pressures that may affect employee performance and quality of life. Together, these dimensions provide a holistic view of employee engagement, motivation, and well-being, enabling EGAT to identify strengths, address areas for improvement, and foster a healthier, more productive workplace.

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1. คำถาม Job Satisfaction (ความพึงพอใจในการทำงาน) ในแบบสำรวจฯ ของ กฟผ.

งานที่ฉันทำเหมาะสมกับความรู้ ความสามารถและประสบการณ์ของฉัน	81.36%	+1.33%
ฉันได้รับความไว้วางใจให้ตัดสินใจเกี่ยวกับงานในหน้าที่ และได้รับความอิสระในการทำงาน	84.58%	+1.12%
ฉันได้รับค่าจ้างที่เป็นธรรมและสอดคล้องกับปริมาณงาน/ความรับผิดชอบที่ได้รับมอบหมาย	76.25%	+1.86%
ฉันจะเล่าเรื่องดีๆ ของการทำงานที่ กฟผ. ให้คนอื่นฟังเมื่อมีโอกาส	90.38%	+0.19%
ฉันไม่ลังเลที่จะแนะนำ กฟผ. ให้คนที่รู้จักเข้าทำงานกับ กฟผ.	86.91%	+1.03%

2. คำถาม Purpose (ความรู้สึกว่างานมีความหมาย/มีเป้าหมายร่วมกับองค์กร /รู้สึกเป็นส่วนหนึ่ง ทีมเพื่อเป้าหมายองค์กร) ในแบบสำรวจฯ ของ กฟผ.

งานที่ฉันทำ มีความสำคัญ และช่วยสนับสนุนต่อการบรรลุภารกิจของ กฟผ.	86.28%	+1.23%
กฟผ. สร้างแรงจูงใจให้ฉันอยากทุ่มเททำงาน มากกว่าหน้าที่ที่ได้รับมอบหมาย	77.75%	+0.98%
ฉันมีแรงบันดาลใจอยากทำงานให้ดีที่สุด ในทุก ๆ วัน เมื่อทำงานที่ กฟผ.	82.36%	+0.47%
ฉันใช้คำนิยาม SPEED เป็นแนวทางในการทำงาน	85.00%	+1.34%
ฉันสามารถเติบโตและประสบความสำเร็จทั้งชีวิตส่วนตัวและอาชีพที่ กฟผ.	80.66%	+0.96%
ฉันรู้สึกเป็นส่วนหนึ่งของ กฟผ.	88.33%	+0.55%
ฉันภูมิใจที่ได้ทำงานที่ กฟผ.	91.12%	+0.12%

3. คำถาม Happiness (ความสุขในการทำงาน) ในแบบสำรวจฯ ของ กฟผ.

ในปัจจุบัน โดยรวมแล้วฉันมีความสุขกับการทำงานของฉัน	82.07%	+0.61%
กฟผ. ให้ความสำคัญ ดูแลใส่ใจ ส่งเสริมสุขภาพอนามัย ทั้งร่างกายและจิตใจ รวมถึงความปลอดภัยในการทำงานของพนักงานเป็นอย่างดี	87.39%	+0.73%
ฉันได้รับคำชื่นชมจากความทุ่มเทและความสำเร็จในการทำงาน (นอกจากคำตอบแทนที่เป็นตัวเงิน)	74.49%	+3.37%

4. คำถาม Stress (ความเครียดจากการทำงานและการเผชิญการเปลี่ยนแปลง) ในแบบสำรวจฯ ของ กฟผ.

กฟผ. ให้ความสำคัญ ดูแลใส่ใจ ส่งเสริมสุขภาพอนามัย ทั้งร่างกายและจิตใจ รวมถึงความปลอดภัยในการทำงานของพนักงานเป็นอย่างดี	87.39%	+0.73%
ฉันเข้าใจว่าผลกระทบจากการเปลี่ยนแปลงที่ กฟผ. กำลังเผชิญ มีผลต่อตัวฉันอย่างไร และฉันพร้อมต่อการเปลี่ยนแปลงที่เกิดขึ้น	85.68%	+1.56%
ในปัจจุบัน โดยรวมแล้วฉันมีความสุขกับการทำงานของฉัน	82.07%	+0.61%

*** การวัดความสุขในการทำงาน สามารถสะท้อนระดับความเครียดได้ เนื่องจากทั้งสองประเด็นมีความสัมพันธ์กัน

EGAT Performance Appraisals

EGAT has established several methods for performance appraisals.

1. Management by Objectives:

The EGAT Performance Evaluation Process utilizes a left-to-right business cycle framework broken down into four distinct phases.

- Stage 1: Establish Indicators (40% effort weight): Supervisors and teams collaboratively set 3–5 core targets using the SMART framework. Objectives must be Specific, Measurable (Quality evaluated via checklists and success percentages; Quantitative via numeric values), Achievable, Relevant (anchored to Job Descriptions for standards and Strategy/PA for alignment), and Time-bound.
- Stage 2: Validate the Evaluation Form (20% effort weight): Supervisors submit evaluation forms via the Performance Management System (PMS) for subordinates to thoroughly review. Any necessary revisions must be discussed and re-validated. This process can run until the 5th month of the appraisal cycle, though completion at the very beginning is highly recommended.
- Stage 3: Performance Assessment (10% effort weight): Subordinates summarize their results with supporting evidence and submit them via the PMS. Supervisors evaluate performance strictly based on empirical, factual outcomes against the pre-agreed criteria. There is a strict guardrail prohibiting assessments based on personal intuition or feelings.
- Stage 4: Acknowledge Evaluation Results (30% effort weight): Employees can view their results immediately via the PMS after official announcements. For errors or amendments, a strict dispute mechanism requires supervisor discussion, approval from the respective line function's Deputy Governor, and a final HR review for retroactive adjustments under Regulation 496, Section 6. This stage also mandates a 10–20 minute individual feedback session utilizing the constructive "I like – I wish" technique, where supervisors highlight strengths first, address development areas, conclude with appreciation, and encourage open dialogue.

2. Multidimensional Performance Appraisal

Designed for executive-level employees, this methodology utilizes a 360-degree feedback framework to evaluate core competencies, behaviors, and skills. The process generates comprehensive feedback reports by blending individual self-assessments with diverse performance perspectives gathered from supervisors, peers, and subordinates. This allows

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executives to directly compare their own self-perceptions against multi-angle viewpoints.

3. Team-Based Performance Appraisal

This system pairs the corporate Performance Agreement (PA) framework with individual metrics to ensure that collective organizational health drives individual success. High-level corporate goals cascade through Deputy and Assistant Governors down to Business Units (BU), structurally anchoring individual, Section, and Division targets together. Because an operator's metrics cannot be evaluated in isolation, individual KPIs are assessed in tandem with overarching BU targets so that personal achievements directly drive team success.

4. Agile Conversations

EGAT integrates continuous, multi-directional dialogue to shift performance management away from static, year-end ratings into everyday communication. This unstructured feedback loop enables employees to instantly address operational barriers, recognize personal strengths, and realign goals. Concurrently, peers and supervisors review work dynamics in real time to build psychological safety, cultivating a year-round corporate learning culture focused on dynamic capability building over mere formalized compliance.